

A background of glowing sparklers with bright orange and yellow sparks against a dark blue background.

# *Generations*

2017 • ANNUAL REPORT

Dear Friends,

As we look back on the previous year, we are struck by not only the grace with which many of you have adapted to change, but the creativity and innovation you have used to strengthen your capacity to serve those in need. We extend a heartfelt “thank you” for your patience and compassion during this time of transition. As we evolve, we keep the stability and strength of the Foundation to respond to the community’s needs for many years at the forefront of our Family’s work.

We recognize the challenges that are often created by change and have great pride and respect for the creative approaches organizations in this community are taking to demonstrate their resilience. We hope you will be inspired, as we have been, by the stories highlighted in this report that show a few of the many examples of those who have found opportunities to grow their programs while ensuring the sustainability of their mission.

Dayton has often been referred to as the “city of innovation” and our nonprofit community is no exception to this reputation. The caliber of ideas, creativity and passion in this community are second to none. Today, as we have since the Foundation’s earliest days, we remain committed to serving those in need in our own community of Dayton, Ohio.

We deeply appreciate the relationships and partnerships we have been blessed with and remain dedicated to continuing this important work alongside you.

May God bless you and your work always,



MaryAnn Mathile



Timothy L. Mathile

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# SPARKS OF CREATIVITY



Igniting sustainable growth

The past few years have been marked by growth and change in our community, and many organizations have embraced that change as an opportunity to spark creative solutions that fulfill unmet needs, deliver their programs and fund their mission. These transformations have not been easy, but the success stories you'll experience in this report are inspirational examples of what can be done with teamwork and creativity.

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# LIGHTING A FIRE



Building capacity for tomorrow

Strong nonprofits are prepared with the knowledge, skills, resources and foresight to effectively respond to the needs of their agency's mission today—as well as into an unpredictable future. Therefore, a critical component of capacity building is strong leadership with an ardent commitment to the organization's mission, vision and strategy. Using resources like the ones we've shared in the later section of this report, organizations can establish a solid operational and management foundation in order to strengthen their mission and approach old problems with fresh creative solutions.

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As nonprofits continue searching for ways to further—and fund—their missions, Project READ believes they've found the “holy grail.”

The organization's small business, The Bookstore at Antiques Village, provides renewable, sustainable and unrestricted funding for the nonprofit to continue increasing literacy levels for adults, children and families in the Dayton area.

**100% OF THE BOOKSTORE'S PROCEEDS SUPPORT LITERACY PROGRAMS**

**OVER THE PAST TWO YEARS, THE BOOKSTORE HAS CONTRIBUTED 10% OF PROJECT READ'S ANNUAL BUDGET**



Project READ recruits, trains and places tutors with children; matches adults with free GED, reading and ESOL programs; distributes books to children and families in need; and raises community awareness of literacy.

In 2014, the Project READ board came together to begin a strategic planning process and discuss a more sustainable funding model for the organization.

“We always recognized that we didn't want to be totally dependent on grants. Any organization that has too much reliance on one source of income is kind of in a precarious situation,” Executive Director Laura Mlazovsky explained.

During the planning process, a board member approached the Project READ staff with an idea he had for his bookstore called Look at a Book.

He and his wife were looking at retiring soon, and he had options on what he could do: he could close, sell or give it to Project READ to do good for the community. He chose to donate it, and his bookstore became Project READ's social enterprise.

Looking back, the bookstore seemed like the obvious mission-centric solution they were seeking. Not only does it provide funding, it helps raise awareness of their services, engages the community and provides access to low-cost books. It also has strengthened their mission, “building literacy through collaboration,” with many community partners and beyond.

Project READ staff also visited with organizations in Akron and Indianapolis who run similar bookstore programs to gain ideas and best practices to ensure the best chance of success.

It was a long journey for Project READ, made possible by the bookstore donor, strategic thinking with Sinclair, the board and the community at large.



Dayton Metro Library donated more than 20 bookshelves from their remodeled Kettering location.

Goodwill Easter Seals' online store sells textbooks and other unique books that may not sell in the bookstore.



Antiques Village donated the storefront next door to serve as the book donation center.

While Project READ has been involved in the community in many ways through initiatives like school book drives and collaborating with the University of Dayton on a new website as a student capstone project, the social enterprise bookstore is a conscious effort to become more sustainable.

Since so many funding sources come with restrictions, Project READ staff recognizes that earning your own money through a social enterprise or income model can provide more flexibility.

**PROJECT READ ADVICE**

**THINK CREATIVELY**  
**ESTABLISH & UTILIZE**  
 COMMUNITY PARTNERSHIPS  
**LOOK FOR OPPORTUNITIES**

“This model of having a social enterprise has been a trend over the last few years,” Mlazovsky said. “There are all sorts of nonprofits now that have figured out how to create an earned income opportunity that ultimately goes back to support their services, and I think it's an opportunity that's out there for many organizations.”

And sometimes, when it's paired with strong community partnerships, strategic planning and creative thinking, the right opportunity could be the solution for any nonprofit.

“People are happy to help you, and it's amazing how much people will step up,” Mlazovsky said. “Project READ has been really pleased with its success.”





When it comes to sustainability, the Learning Tree Farm Nature Preschool achieves it in more ways than one. The first is through their nature-based curriculum, teaching their young students about the local flora and fauna and how we use it to sustain life itself. The second is by instilling a sense of responsibility, exploration and respect for nature as a foundation of learning that can sustain over time. The third is by building on their parent organization, the Learning Tree Farm, to sustain and further their mission of providing hands-on learning experiences in a traditional farm setting.

About four years ago, the staff at the Learning Tree Farm began looking for opportunities to become more sustainable. At the time, much of their support was coming from field trips, which is a somewhat volatile market, as well as a limited opportunity to make a lasting impact on students who may not spend much time outdoors or have access to a farm.

“What we really wanted to do was reach those schoolchildren more than just once or twice in their lives,” Education Director Meredith Florkey said. “We wanted to create that hands-on learning over time and have people really attach to a place.”

While the preschool was a dream for a few of the staff members, they knew they couldn’t start it in a vacuum. They began by examining other models, visiting other nature preschools and giving considerable

thought to how a preschool fit into their mission. They also began programming to familiarize more families with the farm and their goals. As interest grew, people wanted more of a personalized experience, and these programs ultimately formed the first preschool class in August 2016.

The Learning Tree Nature Preschool currently enrolls two sessions of students aged 3–5, and the staff even offer additional educational opportunities for students and families who don’t attend the preschool. The unique curriculum allows children to learn while taking cues from nature. For example, if the class sees or hears an owl on their daily hike to the farm, students may choose to paint a picture or write a story about it. They not only get to learn about growing fruits and vegetables, and the science behind how ice and mud are made, they get to experience it for themselves.

When asked what makes the preschool so successful, Florkey shared that it’s a combination of time and space. The quality and quantity of time spent in nature, coupled with a creative curriculum to support it, create an environment to teach what makes sense at that time—instead of being bound to a curriculum of activities for day 37, 72 or 105.

Another aspect that contributes to the preschool’s success is the community that the teachers have consciously built with families, as well as volunteer groups that parents have organized themselves. While the preschool is self-sustaining, it opens up more possibilities for support and fundraising. The main goals were to create the community for learning, and for their long-term financial health.

“As parents and families become very invested in the farm, they become future financial sources as well as a source of strength.” Development Coordinator Saralinda Blanning said.

Starting with their mission and building a community upon it has served the Learning Tree Farm and the Nature Preschool well in growth, impact and sustainability.

“We didn’t want to get into that cycle where we’d have to have a grant to keep going,” Florkey said. “We look for opportunities to broaden our reach, but make sure it’s sustainable and that we’re not overreaching—that we’re able to do what we say we’re going to do.”

#### LEARNING TREE ADVICE

**FOCUS ON YOUR MISSION AND WHAT YOUR CLIENTELE NEEDS OR WANTS.**

**IF POSSIBLE, BUILD BUY-IN FOR YOUR INITIATIVE TO ENSURE A SUCCESSFUL LAUNCH.**

**MAKE SURE THE RIGHT PEOPLE ARE INVOLVED TO EXECUTE THE VISION.**





# EAST END COMMUNITY SERVICES

The mission of East End Community Services has always been to serve their community, but they knew they could not achieve a sustainable community without a sustainable organization.

## SINCE 1998



**CREATES PROGRAMS TO SUPPORT HOLISTIC NEIGHBORHOOD TRANSFORMATION IN EAST DAYTON**



**WORKS WITH SCHOOLS, AGENCIES, GOVERNMENTS AND FOUNDATION PARTNERS**



**FOCUSES INCLUDE EDUCATION, HOUSING, COMMUNITY BUILDING AND MORE FOR RESIDENTS OF ALL AGES**



**SERVES 3,000-5,500+ PEOPLE EACH YEAR**

While they've received funding and support from generous grants in the past, the staff realized in recent years the need for their services was only continuing to grow, and the organization needed to grow with it. This realization was caused in part by the opioid epidemic that has hit Montgomery County, and particularly east Dayton, especially hard.

In 2013, the East End staff was working with the police department to identify crime drivers in the neighborhood, and they discovered many crimes had to do with heroin use. Meanwhile, the death rate had started to climb, causing a traumatic ripple effect throughout the neighborhood. By 2014, the death toll in Montgomery County was 264 and eventually rose to as many as 566 in 2017.

"We realized some people really wanted help, but they didn't know how to get it," Executive Director Jan Lepore-Jentleson explained. "There wasn't a system. There wasn't a front door."

East End was determined to become that front door. They continued working with the police department and other service

providers over the next few years, visiting individuals who had survived an overdose to connect them with treatment providers and offer support for the families. Fortunately, they were soon met with an opportunity to expand their services to make a far greater impact, while achieving greater sustainability as well.

While in Dayton looking for a research partner, the WestCare Foundation, a national nonprofit offering health and human services based in Nevada, was referred to East End to learn more about the drug epidemic. Through several conversations, the two organizations were able to learn about each other's services, who they serve and why. Eventually, the conversations ended with a question from the WestCare president and CEO, Richard Steinberg: Would East End be interested in joining the "WestCare family?"

The answer was a resounding "yes." On July 1, 2017, East End was acquired and legally became WestCare Ohio doing business as East End Community Services.



There were a lot of things to consider when making the decision, and East End staff asked tough questions to ensure a good partnership between the two organizations. While aspects like back office and grant writing support, employee benefits and professional development were certainly appealing, it was ultimately the aligned corporate cultures that affirmed East End's choice. Their identity, their building and their people didn't need to change; the mission was the main focus.

**EAST END ADVICE**

- EXAMINE THE MATCH BETWEEN CORPORATE CULTURES.**
- EVALUATE THE PARTNERSHIP & WHAT BOTH ORGANIZATIONS BRING TO THE TABLE.**
- DON'T LOSE SIGHT OF YOUR MISSION & PROGRAMMING.**

"They were absolutely supportive and understanding of our desire to maintain our identity," Lepore-Jentleson said. "They're most concerned about strengthening services in the community. The president and CEO has always had that attitude and approach of finding where the needs are and seeing how they can help."

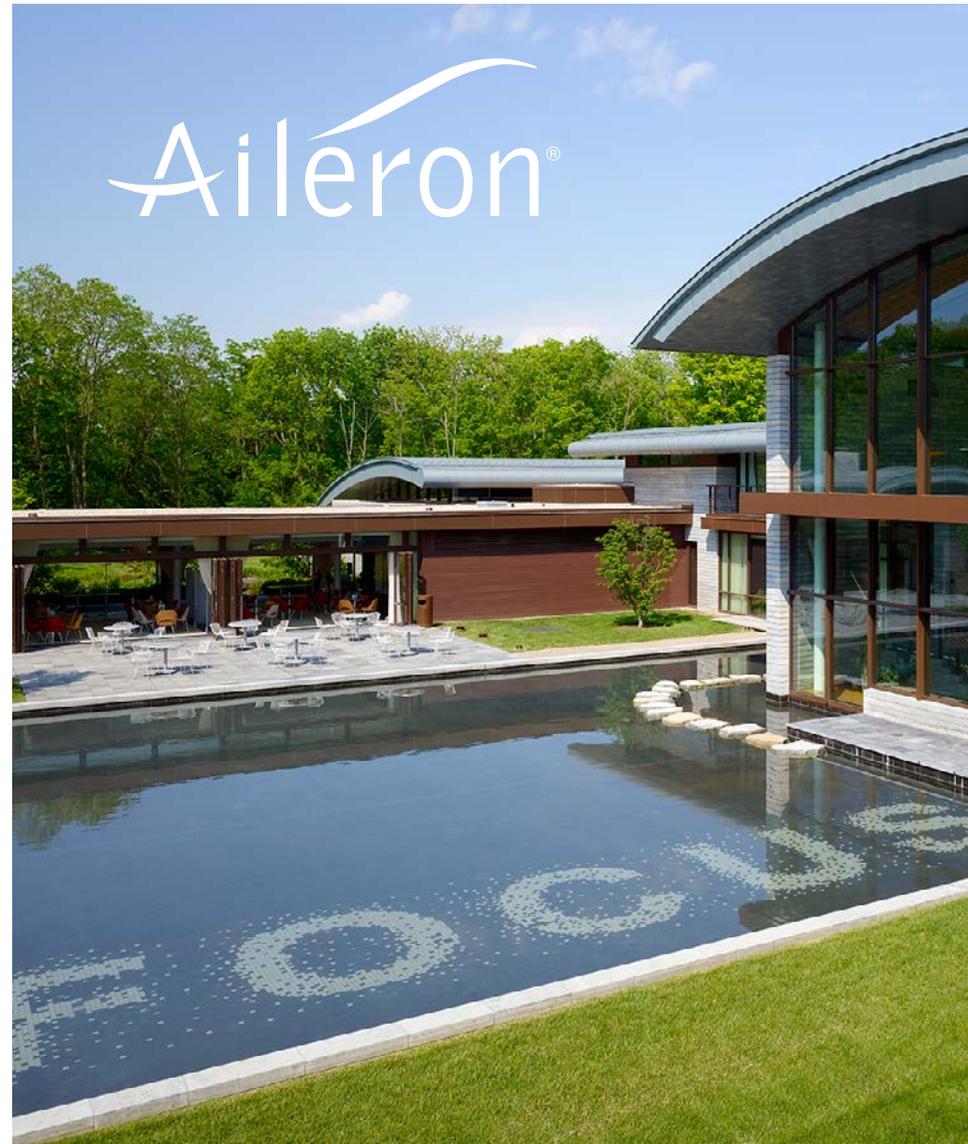
Since the acquisition, East End has received support for full employee benefits and back office operations, a family of "cousins" in organizations across the

country, extensive grant writing support and plans for a new database management system to be installed in the fall. In spring 2018, they completed six grant applications in less than two months, including one for a program for children of addicts called Camp Mariposa. At least 75 children are invited to the camp that will help teach them coping skills and, ultimately, help them be kids again. Another grant application is in process for the children's families to help them rebuild family relationships. Since the beginning, WestCare has been interested and involved in the prevention and support services East End provides children in the community.

While the partnership is still new, East End believes they're poised for positive, sustainable growth in the years to come because of the merger with the WestCare Foundation.

"In today's nonprofit world of shrinking resources, the stronger and most financially stable organizations will benefit from grants and donor contributions to achieve their missions," Lepore-Jentleson said. "WestCare is helping us achieve stability in a whole new way, and we are very grateful."





Aileron was founded by Clay Mathile with the vision to help organizations achieve sustainable success through professional management.

Today, Aileron offers programs with tools and strategies to focus on leadership development and help grow capacity to take organizations to the next level. By strengthening leadership, culture and the foundation of the organization, capacity is freed up to focus on the reason organizations exist—their mission.

Aileron meets organizations where they are. Whether they're looking for an introduction to get their feet wet, or a deeper, more in-depth development approach, the menu of programs has the flexibility to reach a variety of needs.



Professional Management, the cornerstone of Aileron's programming, provides a systematic approach to run and grow a business with the DOC model: Direction, Operation and Control. It showcases the leadership principles that shift the focus from the day-to-day grind to strategic, long-term business planning.



Aileron invites all who are interested in living professional management to join their community and engage in all that Aileron has to offer. Some of the services available include an annual leadership conference, strategic planning, board member effectiveness, developing a value proposition and the Conscious Leadership program.

The Conscious Leadership Program helps build leadership capacity for employees at all levels of an organization by focusing on leadership development, culture, decision making and team building. It's offered as a two-year series with a different module each quarter, or the quarterly workshops can be taken individually. Participation in the full series will include peer groups, accountability partners and access to many additional tools and resources.

*Learn more at [aileron.org](http://aileron.org).*



Even though there are a number of resources available for Miami Valley nonprofit agencies, there was an opportunity for far better coordination among the organizations that provide them in order to give clear direction for agencies on where to turn for support.

The Collaborative addresses this opportunity by communicating, convening and creating resources with a network of organizations and professionals that build the capacity of nonprofit agencies and the effectiveness of those who work and volunteer in them.



Their breakfast gatherings, workshops and professional development programs focus on four key content areas that are delivered through the MVNC and its partners:

**NETWORKING & MAKING CONNECTIONS • OPERATIONAL EXCELLENCE • ACCREDITATION • LEADERSHIP DEVELOPMENT**

*Learn more at [mvnonprofitcollaborative.org](http://mvnonprofitcollaborative.org).*



# THE GLEN TRAINING CENTER



The Glen is not only a life-changing program and campus for single mothers and their children, they also offer an education and training center founded in the principles of their own programs. After 10 successful years, The Glen launched a community resource to build the capacity of organizations and individuals in the community to reduce the social costs of poverty, strengthen the workforce and build a more prosperous and sustainable community.

Programs are centered around Ruby Payne’s “A Framework for Understanding Poverty,” which offers a deeper understanding of the similarities and differences among all economic classes, as well as communication tools to work together to strengthen the community.

Prior to opening the Training Center, The Glen applied this framework to every aspect of their own organization, from policies implemented throughout the organization, to the programs they built for the families they serve, to the language they use on campus and in the community.

Because poverty touches all aspects of a community, The Glen Training Center builds a deeper understanding of the role culture, community and the hidden rules of economic class play in how we relate to each other. The experiential workshops use participatory exercises and engaging group learning to introduce perspectives from many different backgrounds.

**BRIDGES OUT OF POVERTY** is the cornerstone workshop that introduces participants to the models and concepts and provides specific resources that can build capacity for those in poverty. A tailored workshop is also offered for educators and school administrators.

**GETTING AHEAD**, the core curriculum for residents at The Glen, is now taught to others by those who have graduated from the program.

**THE WORKPLACE STABILITY PROGRAM** helps businesses who are hiring people in poverty or transitioning out of poverty. It also helps businesses understand the impacts of their social norms, hidden rules and policies.



The Glen Training Center also customizes tailored programs to fit a business or organization’s unique needs, and can train key members of an organization to deliver trainings for their own audiences.

*Learn more at [glenatstjoseph.org](http://glenatstjoseph.org).*



## OANO | OHIO ASSOCIATION OF NONPROFIT ORGANIZATIONS

The Ohio Association of Nonprofit Organizations (OANO) provides leadership, education and advocacy to enhance the ability of Ohio’s nonprofit organizations to serve their communities. Their programs, services and resources strengthen the management, governance and leadership of nonprofit organizations of all sizes and mission areas across the state.

A wide variety of programs covering board development, strategic planning, fundraising, outreach and many others are offered in person and by webinar throughout the year to ensure all nonprofits are able to access quality training.

OANO’s advocacy work informs and connects nonprofits to the state and federal policy issues that have critical implications on the nonprofit industry’s work.

### STANDARDS FOR EXCELLENCE

In addition to the many programs offered by OANO, organizations are able to complete the Standards for Excellence, an ethics and accountability code for the nonprofit sector to demonstrate compliance with federal, state and local regulations.

Accreditation provides assurance to supporters and partners and increases public confidence of the organization. Accredited organizations have obtained the highest standards of nonprofit governance.

Compliance can be difficult to navigate, but OANO’s clinics provide practical training on the implementation and benefits of the Standards for

Excellence. Participating organizations have access to samples of the required policies and procedures to use as they improve their own to implement as part of the accreditation process.

The Standards for Excellence code covers best practices in the following areas of nonprofit operations:

- Mission, Strategy and Evaluation
- Leadership: Board, Staff and Volunteers
- Legal Compliance and Ethics
- Finance and Operations
- Resource Development
- Public Awareness, Engagement and Advocacy

*Learn more at [oano.org](http://oano.org)*





To learn more about the efforts of the  
Mathile Family Foundation, please visit us at:  
[mathilefamilyfoundation.org](http://mathilefamilyfoundation.org).

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